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DDI # 1968-77

9 MAY 1977

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: John F. Blake  
Deputy Director for Administration

Sayre Stevens  
Deputy Director for Intelligence

SUBJECT: Training in Analysis and Production

REFERENCES: (a) Memo to DTR from DDCI, dated 1 Nov 1976,  
Same Subject (ER 76-5528)  
(b) Memo to DDCI from DDA, dated 18 Nov 1976,  
Same Subject (ER 76-5528/1)  
(c) Memo for the Record from D/CSI,  
dated 16 Nov 1976, Subject: DTR-DDI  
Meeting on Analyst Training

1. Action Requested: No action is required.

2. Background:

a. In accordance with your request expressed in reference (a) that the Agency begin the development of a meaningful program of analyst training, the Office of Training (OTR) has begun detailed planning of the first increment of such a program. This increment will comprise a course of several weeks' duration, intended to improve analysts' understanding of the analytic process and, indirectly, to strengthen their capability to do analysis. The substance of the course will be based on the discussions concerning analyst training needs that have taken place in the last several months as contemplated in references (b) and (c).

b. A substantial part of the course will be devoted to analytic practice on actual intelligence problems and the whole effort will be labor intensive, in that it will require the preparation of written analytic reports and involvement in structured substantive discussion by the participants. Multidisciplinary approaches will be stressed. The balance of the course will be devoted to sophisticated orientation and discussion on the so-called "culture of the intelligence process," including such subjects as

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consumer use of intelligence products, varying analytic methodologies, the use and manipulation of evidence and data, and the dynamics of various intelligence processes such as collection and how the analyst can best cope with and utilize them. The initial group of participants will be small, probably no more than 15 officers, and will be drawn from a variety of Directorate of Intelligence (DDI) disciplines and experience levels. It is intended that a variety of specialists from the Agency, from other government elements, and possibly from outside the government will be recruited to assist in the lectures, discussion, instruction and practice sessions. The emphasis will be on tailoring the substance of the course very carefully and directly to the real needs and capabilities of the participants.

c. The initial running will naturally be highly experimental, as there are vastly more unknowns than knowns at this point about how to "teach" analysis. We will wish to carefully assess the results of the first running to determine necessary modifications and further steps. It should be emphasized that our objective at this point is more to provide a sophisticated broadening and cross-fertilization experience explicitly for analysts than it is to "teach" them as such, although our hope is that they will return from the course with a considerably more refined and usable appreciation of the intelligence analysis process itself, of ways to use it and of pitfalls to avoid.

d. Mr. [REDACTED] has been charged by the Director of Training with leading the development of the course and will work full-time on it in cooperation with analysts and others in the DDI and OTR. As we move to the final implementation stage, one or two DDI personnel will be assigned to assist in setting up and staging the course. Tentatively, we are planning to hold it at the [REDACTED]

e. Discussion is currently under way to determine whether OTR should assist the DDI with course efforts in addition to those already in effect on some of the basic skills in analysis such as training in writing, speed reading, etc.

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